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ABSTRACT

Using a sequence of exercises and short discussions, this manual trains principals and other administrators to manage their time better. Readers discover how they use their time, identify and reconcile their personal and job goals with their time commitments, prioritize the goals, and learn the planning steps needed to achieve the prioritized goals. Further exercises help readers solve time-wasting problems and delegate tasks. The manual includes a brief bibliography on time management and seven appendices of exercises, lists of time-wasters, and suggestions for saving time. (RW)

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A MANUAL ON TIME MANAGEMENT FOR SCHOOL PRINCIPALS

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TIME MANAGEMENT

Goodly, Sir, excuse me, I haven't time.
I'll come back, I can't wait, I haven't time.
I must end this letter--I haven't time.
I'd love to help you, but I haven't time.
I can't accept, having no time.
I can't think, I can't read, I'm swamped, I haven't time.
I'd like to pray, but I haven't time.

Michel Quoist

Presented by Adrian D. Geering

SYNOPSIS

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FEB 2 1981

SECTION I

COMMON MISCONCEPTIONS ABOUT TIME MANAGEMENT AND SOMETHING FOR YOU TO DO

"Explanation without application can lead to furstration"--

"Till now man has been up against Nature; from now on he will be up against his own nature." -- Dennis Gabour

SECTION 1: COMMON MISCONCEPTIONS ABOUT TIME MANAGEMENT

#1. "I don't have the time . . ."

#2. "I can learn to manage my time better . . ."

#3. "Most people have more time than I do . . ."

#4. "I'll just save up some time . . ."

#5. "Too many people control my time . . ."

#6. "People and jobs cause my time problems . . ."

#7. "I'll just work harder . . ."

#8. "Doing time management will make my life mechanical and unspontaneous . . ."

#9. "I don't want to be a time and goal nut . . ."

#10.

MISCONCEPTION #6. "People and jobs cause my time problems . . ."

These are only partially responsible for our problems--most are self caused.

R. Alec McKenzie has listed time wasters of four groups of top managers and these are listed in Appendix A: (1) Canadian military officers, (2) black leaders of religious organizations, (3) college presidents, and (4) German managers.

Many time wasters are INTERNALLY generated. Invariably most people list EXTERNAL causes first.

After time management problems and principles have been discussed, a new source is invariably identified--the man within generating such time wasters as lack of delegation, fire fighting, lack of plans and priorities, the open door policy and procrastination.

Exercise 1:

Complete the major time consumer chart in Appendix B and analyze which ones are caused by you and which are caused by external factors, or a combination of both

TIME WASTER	% INTERNALLY CAUSED	% EXTERNALLY CAUSED

"Unless he manages himself effectively, no amount of ability skill, experience or knowledge will make an executive effective." Peter Drucker

MISCONCEPTION #7: "I'll just work harder . . ."

Don't try to work harder . . . work smarter. Concentrate on EFFECTIVENESS.

Efficiency. Doing the job right.

Effectiveness. Means selecting the best task to do from all the possibilities available and then doing it the best way.

Making right choices about how you'll use your time is more important than doing efficiently whatever job happens to be around.

EXERCISE 2:

1. Evaluate how you use your time. See Appendix C for full details of how you do this.

2. As a review, complete the questionnaire in Appendix D.

PROGRESS STATEMENT:

I understand ( ) do not understand ( ) the common misconceptions about time management.

I have ( ) have not ( ) completed the time analysis in Appendices A, B, C & D.

_____ _____

Signed Date

"If you aim at nothing you will hit it every time."

SECTION 2: GOALS

-- What is a goal?

-- Why goals are important.

-- How do you write your goals?

-- Analyzing and evaluating your goals.

Over the last 35 years, a common theme in the literature on organizations has been the conflict between the organization and the individual. In this section you will write your personal goals and your job goals and assess your use of time in the light of these goals.

"We can know whether what we are doing is absurd only after we have identified the goals we are trying to achieve." -- Charles Hughes

PERSONAL GOALS

1. LONG-RANGE LIFE-TIME GOALS

   Complete in 3 minutes--review for 2 minutes.

   My lifetime goals include . . .

2. (Now pinpoint these goals. Again, complete this in 3 minutes--review for 2 minutes)

   In the three years (or five years) I would like to . . .

3. (You only have 6 months to live and would have to squeeze in whatever you consider important into your remaining time on earth. Again complete this within time limits as before.)

   If I knew I would die suddenly in six months time, I would like to . . .

JOB GOALS--Where are you heading

You have completed personal goal statements--now complete goal statements for your job.

1. Define the core purpose of your job.

   The purpose of my position is . . .

2. Outline the core functions you must perform in order to do your job effectively. Can you determine which are the three most central activities you must engage in and which you would strive to keep if all other functions were stripped from you.

   The three most central functions of my position are . . .

   1.

   2.

   3.

3. What strategic changes could you bring about in your organization and your position through innovative management?

   Within the next year I could bring about the following major changes . . .

PREPARING JOB GOALS

Qualities

1. Well thought out--specific.
2. Written out.
3. Result--centered.
4. Realistic.
5. Measurable.
6. Time bound.
7. Reviewed each year and changed (if necessary).
8. Don't let the "tyranny of the urgent" deflect you from the "insistence of the important."

"The enemy of the best is often the good."

"Lost, yesterday, somewhere between sunrise and sunset, two golden hours, each set with sixty diamond minutes. No reward is offered, for they are gone forever." Horace Mann

Review of Your Goals and Time Use

1. Review your commitment sheet, time use sheets and calendar. Indicate next to each item the number of any goal from your goal sheets (P1--personal goal 1, or J1--job goal 1) that seems to apply to it. What do you discover?

2. Analyze your patterns of responses.

   (a) Why did you do those things not associated with your goals?

   (b) Which were just time wasters?

   (c) Why were they time wasters?

   (c) What could you have done about them?

   (e) Could they have been eliminated? How?

   (f) Could they have been transferred or delegated to someone else who could have done them just as well?

   (g) Of your total time, how much was spent on your hoped for goals?

   (h) Did your personal and job goals merge?

3. Goal re-evaluation

   In light of this analysis, which goals should be changed, eliminated, or added. Rewrite your goals. This may give you an entirely new picture of your original goals, or it may be quite similar. If your job and personal roles conflict, how can you achieve a happy balance? See Appendix E for some helps.

PROGRESS STATEMENT

I have ( ) have not ( ) written my personal and job goals.

I have ( ) have not ( ) completed the goal anslysis and evaluation.

_____ _____

Signed Date

SECTION 3: PRIORITIES

-- HOW YOU CAN SET PRIORITIES

-- PRIORITIES AND YOUR GOALS

-- ELIMINATING TIME WASTERS

-- DELEGATION

"Which is most valuable--time or money?" asked the student. "Ask any rich old man," replied the millionaire. "Time presses on. It frustrates us. It disappears. There never seems to be enough. Even when we use it well, we wonder if it could have been used better. Time spent with no objectives is discouraging. If we have no clear objectives, life is absurd. Priorities without objectives are meaningless. Objectives without priorities are futile. Both require time for fulfillment." -- Dr. Jerry White

"An organization can give a man the title of manager, but only the man can make himself into one." -- Joseph Mason

HOW YOU CAN SET PRIORITIES

Goals for which you have no priorities are useless. They will always be getting in the way of one another. But it is very difficult to sort out a long list of goals one by one. Instead of attempting to assign priorities to your goals on a one-by-one basis, first divide them up into major categories.

A. MUST DO — I am dead without these--High Value

B. SHOULD DO — I have to do these--Medium Value

C. CAN DO — Enjoyable but can live without them--Low Value

Now let us apply these first to our personal goals and then to our job goals.

1. Personal Goals:

Let us be practical. Most of our time is already taken by our job or mandatory responsibilities. We have only a limited amount over which we have control--our DISCRETIONARY TIME. How much is there? On working days:

8 hours work
½ hour lunch
1 hour transportation
1 hour two other meals (breakfast, dinner)
8 hours sleep
1 hour miscellaneous mandatory items

19½ hours

This leaves about 4½ hours (working day) for us to use as we desire--or 22½ hours each work week. Now assume there are 8 hours of discretionary time on Saturday and 6 on Sunday, for a total of 36½ hours. Add a few household projects, shopping, taking children to various activities, and some other "necessities" and we are down to about 24 hours. Not much left of the original 168 hours. These 24 hours are available to fulfill our objectives other than job goals. --This is equivalent to three full working days or 60% time we put into our jobs. All we have to do to blow it all is to throw in a few meaningless activities--an hour a day of TV, or one meeting that does not meet our discretionary time.

We must have priorities, or we will just muddle through life hoping it will all work out.

A very basic list of personal priorities will include:

Time for yourself--personal, growth, leisure time
your wife
your children } and as a family
time for planning.

Exercise 3:

List all the categories of your personal life such as those listed above. Make the most important (at this time) your #1, the next #2, etc. You should have 3 or 4 separate sheets for this exercise.

Then for each category, write down 3 goals you want to accomplish. Then try and assess the situation as it is at present. Write this down.

2. JOB GOALS

1. Draw up a concise list of the important functions of your job (no less than 3 or more than 10 functions).

2. Apply the ABC method to this list. Do a second ABC if more than five functions are listed.

   A. MUST DO — Core central functions which contribute to job goal accomplishment. Most often will be the top 3 to 5 functions of your job.

   B. SHOULD DO — Supporting functions which need to be handled--can be delayed without seriously endangering your effectiveness or your job. Must be given secondary treatment so as not to interfere with your "MUST DO" functions. Left undone too long will move into emergency "MUST DO" functions.

   C. CAN DO — Enjoyable but contribute very little to core purpose of your job; e.g., opening mail, answering telephone, etc.

3. Try to estimate percentage of your effectivenss; i.e., what % of your total job each function accomplishes.

4. How many functions of your job total 80% of what you try to accomplish. You may be surprised to discover that relatively few of the things you do accomplish most of the results!

5. Review, review, review . . . and change priorities as effectiveness of each function changes

Job Function	1st ABC list	2nd ABC list	% Effectiveness

PROGRESS STATEMENT:

I have ( ) have not ( ) made a priority list of my personal goals and job functions.

Signed _____ Date _____

3. ELIMINATION OF TIME WASTERS

TOP 15 TIME WASTERS

1. Telephone interruptions
2. Drop-in visitors
3. Meetings
4. Crises
5. Lack of objectives, priorities, daily plan
6. Stacked desk - personal disorganization
7. Ineffective delegation
8. Attempting too much at once
9. Ineffective communication
10. Inadequate, inaccurate, delayed information
11. Indecision - procrastination
12. Confused responsibility, authority
13. Inability to say "NO"
14. Learning tasks unfinished
15. Lack of self-discipline

*From a survey of 5,000 managers made by R. Alex Mackenzie

1. We can never eliminate time wasters altogether. We can, however, modify their impact and influence on our lives.
2. Many time wasters recur because of force of habit--we get into "ruts" that limit our effectiveness.
3. Many habits are good and time savers.
4. Some time wasters are self created; some are externally imposed upon us. The latter are more difficult to correct.
5. Remember if you don't control your time, some one else will. Even with "external" time wasters, we have more ability to control our environment than we are usually willing to admit.

Exercise 4

Refer to Section 1 of these notes. Choose your top 3 time wasters and for each one analyze the reasons for the problems and the steps necessary to solve the problem. Check them with your spouse or a colleague.

Time Waster #1 _____

Reasons for the Problem	Steps to Solve the Problem

Time Waster #2 _____

Reasons for the Problem	Steps to Solve the Problem

Time Waster #3_____

Reasons for the Problem	Steps to Solve the Problem

I have ( ) have not ( ) completed an analysis of my top 3 time wasters.

_____ _____

Signed Date

4. Delegation

One of the important reasons why people have time problems is that they don't delegate some of their tasks to subordinates.

1. Why delegate?

2. Why do some fail to delegate?

3. Rules for delegating.

4. What not to delegate.

Exercise 5

1. What are some tasks that you delegate?

2. What are some tasks that you could delegate?

3. List some tasks that you will delegate within the next week.

NB. DO IT NOW!

I have ( ) have not ( ) completed the section on delegation.

Signed _____ Date _____

SECTION 4

PLANNING

"When you fail to plan, you plan to fail."

PLANNING

1. Planning is an attempt to move from the now to the then. It considers alternative ways to solve a problem or to reach a goal and thus hopefully find optimuum solutions. Planning should not be thought of as a rigid set of rules from which we cannot depart. Rather, planning is a statement of faith, of where we are heading. We should take one step, look forward, look back and replan as necessary.

2. The way to plan is to state the goal, state the present situation in terms of helping or hindering forces, and then list the steps that might move us from the situation we are in now to the situation we would like to be in the future (our goal).

3. On the next page, fill in the planning sheet for the first of your personal priorities identified in Exercise 3. Then complete the rest on the blank sheets of paper on which you listed your goal statements. You may wish to do #2, 3, etc., after the workshop.

FLANNING SHEET

Personal Priority #1_____

1. The three goals I want to accomplish are . . .

   1.

   2.

   3.

2. The present situation is . . .

3. Forces helping to meet these goals are . . .

4. Forces hindering meeting these goals are . . .

5. Steps I can take to achieve this goal:

I have ( ) have not ( ) completed my planning sheets for Personal Priority #1

_____ _____

Signed Date

After completing this analysis, you may like to share it with your spouse and a colleague and evaluate these things together.

Then, of course, the grestest problem will be the problem of action commitments and follow through to reach your goals. It will not be easy. "The greatest waste of time is the time wasted in getting started."

HINTS

1. For one month, work on one thing, whether it be a personal goal, or job goal, and get this established into your daily schedule. Usually it takes about three weeks of proper daily effort for one to feel comfortable in performing a new practice. And it takes about three more weeks to make the practice part of oneself.

2. Consult Appendices F and G for helpful suggestions from Alan Lakein.

PROGRESS STATEMENT:

I have ( ) have not ( ) read Appendices F and G.

_____ _____

Signed Date

"Inch by inch, it is a cinch;
Yard by yard, it is hard;
Mile by mile, it is a trial."

STATEMENT OF COMMITMENT

On the basis of what I have learned from this workbook, I intend to:

I will do this by . . .

My first step is to . . .

I will know I have done it because . . .

I will share (have shared) this with _____

by_____

_____ _____
Signed Date

"Explanation without application can lead to frustration."

SECTION 5: SUMMARY

1. Set goals
2. Establish priorities
3. Make plans
4. Develop schedules
5. Anticipate problems
6. Utilize new information and replan
7. Don't be a time nut
8. Don't be a goal nut--an overdoer
9. Control your time
10. Be flexible.

"If the resources of the country are to be well used, executives and professionals must become,, to a greater degree, masters of their own time. Time is a limited and valuable resource that must be allocated among competing objectives--natural institutional and personal. The needs of each organization, and the well being and development of key personnel, can be advanced or retarded significantly, depending on how well time is planned and used." -- Paul J. Gordon

Problems or opportunities--it's all in how you view them.

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APPENDICES

A - G

APPENDIX A: TIME WASTERS FOR FOUR GROUPS OF TOP MANAGERS

A -- German managers

B -- College presidents

C -- Canadian military officers

D -- Black leaders of religious organizations

Time Wasters of Four Groups of Top Managers

Group A	*Group B*	*Group C*	*Group D*
Unclear objectives	Scheduled meetings	Trash mail	Attempting too much at once
Poor information	Unscheduled meetings	Socializing	Lack of delegation
Postponed decisions	Lack of priorities	Unnecessary meetings	Talking too much
Procrastination	Failure to delegate	Lack of concentration	Inconsistent actions
Lack of information	Interruptions	Lack of managerial tools	No priorities
Lack of feedback	Unavailability of people	Peer demands on time	Span of control
Routine work	Junk mail	Incompetent subordinates	Usurped authority
Too much reading	Lack of planning	Coffee breaks	Can't say no
Interruptions	Outside (civic) demands	Crisis management	Lack of planning
Telephone	Poor filing system	Unintelligible communications	Snap decisions
No time planning	Fatigue	Procrastination	Procrastination
Meetings	Procrastination	Lack of clerical staff	Low morale
Beautiful secretaries	Telephone	Poor physical fitness	Mistakes
Lack of competent personnel	Questionnaires	Red tape	Disorganized secretaries
Lack of delegation	Lack of procedure for routine matters	Pet projects	Poor communication
Lack of self-discipline		Lack of priorities	Overoptimism
Visitors			Responsibility without authority
Training new staff			
Lack of priorities			
Management by crisis			

© R. Alec Mackenzie, 1972.

Source: MacKenzie, The Time Trap, p. 5.

APPENDIX B: MAJOR TIME CONSUMERS

INSTRUCTIONS: All of us encounter problems which "waste our time" both on and off the job. Please identify five such time-wasters in your life on the job and five which bother you off the job. Since some of your personal time wasters may not appear on the list below several blank lines have been provided to allow you to identify them. In each case (whether ON THE JOB or OFF THE JOB) your worst time waster should be identified with a #1, the next most perplexing with a #2, etc. Mark only five time wasters in the ON THE JOB column, and five time wasters in the OFF THE JOB column. Thanks!

ON THE JOB (Only five responses in this column)		OFF THE JOB (Only five responses in this column)
	THE "SYSTEM" OR THE ORGANIZATION	
_____	Our whole organization is fouled up	_____
_____	Meetings waste too much time	_____
_____	Governmental requirements waste time	_____
_____	Too many reports and paper work	_____
_____	Poor equipment/poor maintenance/lack of supplies	_____
_____	Time wasted waiting for others or for materials	_____
_____	Meaningless tasks are assigned to me	_____
_____	There is too much routine work in the organization	_____
_____	I must run errands or do the work of others	_____
_____	There are interdepartmental communication problems	_____
_____	Leaders have problems communicating to followers	_____
_____	The information I receive from others is poor	_____
_____	Boring classes/poor or uninterested teachers	_____
_____	Teachers/Superiors fail to give needed help	_____
_____	Teachers give pointless assignments	_____
_____	I have difficulty with library or research	_____
	EMPLOYEE-PERSONNEL PROBLEMS	
_____	Poorly trained personnel/training problems	_____
_____	Shift change problems	_____
_____	High turnover of personnel	_____
_____	Personnel are irresponsible	_____
_____	Employee turnover is too high	_____
_____	Personnel bring home problems to work	_____
_____	Problems in scheduling personnel for shifts	_____
_____	Employees have difficulty getting along	_____
	TELEPHONE PROBLEMS	
_____	I spend too much time making calls to others	_____
_____	Too many calls are made to me/to my position	_____
_____	Employees make too many personal calls	_____
	INTERRUPTIONS AND DISTRACTIONS	
_____	I am interrupted too often by fellow employees	_____
_____	Salesmen interrupt my work	_____
_____	I am interrupted by others	_____
	TRAVEL – TRANSPORTATION	
_____	Travel & transportation problems waste my time	_____
_____	Too much time wasted waiting for transportation	_____
	OUTSIDE ACTIVITIES	
_____	I am too involved in outside activities	_____
_____	I spend too much time working for a living	_____
	SOCIALIZING	
_____	Socializing (shooting the bull)	_____
_____	Coffee and/or lunch breaks are stretched too much	_____
_____	Other types of socializing:	_____
	PERSONAL DISORGANIZATION	
_____	I am generally disorganized	_____
_____	I fail to plan well	_____
_____	I fail to choose priorities for my life	_____
_____	I spend too much time daydreaming	_____
_____	I procrastinate (put things off)	_____
_____	I fail to delegate as much as I should	_____
_____	I can't seem to make up my mind on things	_____
_____	I try to do too much	_____
_____	I just can't seem to say "No"	_____
_____	I make too many mistakes, have to do work over	_____
_____	I spend too much time reading unrelated materials	_____
_____	I am poor at reading or read too slowly	_____
	ENTERTAINMENT	
_____	TV – I spend too much time watching TV	_____
_____	I spend too much time with radio or stereo	_____
_____	I mess around with my hobbies too much	_____
_____	I waste too much time drinking	_____
_____	I spend too much time smoking	_____
_____	I waste too much time in boy/girl relationships	_____
_____	I waste too much time going to parties	_____
	SLEEPING – FATIGUE	
_____	I sleep too much or take too many naps	_____
_____	I seem to be tired all the time (fatigue)	_____
	PERSONAL AND HOME CARE	
_____	Too much time spent in personal care and grooming	_____
_____	Too much time shopping: food/clothing, etc.	_____
_____	Time wasted in food preparation and eating	_____
_____	Spend too much time doing housework or home care	_____
_____	I spend too much time writing letters	_____
	FAMILY AND PERSONAL PROBLEMS	
_____	I waste too much time because of family problems	_____
_____	Personal problems waste too much of my time	_____
_____	I spend too much time worrying	_____
_____	My spouse or children demand too much of my time	_____
	OTHER PROBLEMS NOT LISTED ABOVE	
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	

APPENDIX C: EVALUATING YOUR TIME USE

1. Look at Your Commitments

Make a list on the chart below of all the people and things toward which you presently have commitments. You might want to review this with your spouse or a colleague to see if you have left anything out. Check whether this is only a personal commitment and/or a shared family commitment.
Time: half an hour.

Commitment	Personal	Family

2. How Do You Perceive You Are Spending Your Time

Use the worksheet below to list all the ways you perceive you are spending time. Write down as many things as you can think of and then evaluate them in terms of whether you are spending too much, too little, or just the right amount of time. (Here again, having your spouse or a colleague look at the list may give you some insights of how you are spending your time.) Time: 15-30 minutes.

How Am I Spending My Time?	How much do I spend?		
	Too Little	Just Right	Too Much

3. A Time Inventory

1. For one week keep track of everything you do in 30 minute increments. You may need help from your spouse or some fellow worker. This will take you about 20 minutes a day for one week--about 2 hours total. An example sheet for 4 days is included. Use the reverse side for Sunday to Tuesday.

2. Check your records AT THE END of the time period to give you a reading of the pattern of your activities and habits. This information will be used in a further exercise.

	SUNDAY	MONDAY	TUESDAY
7:00			
7:30			
8:00			
8:30			
9:00			
9:30			
10:00			
10:30			
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	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
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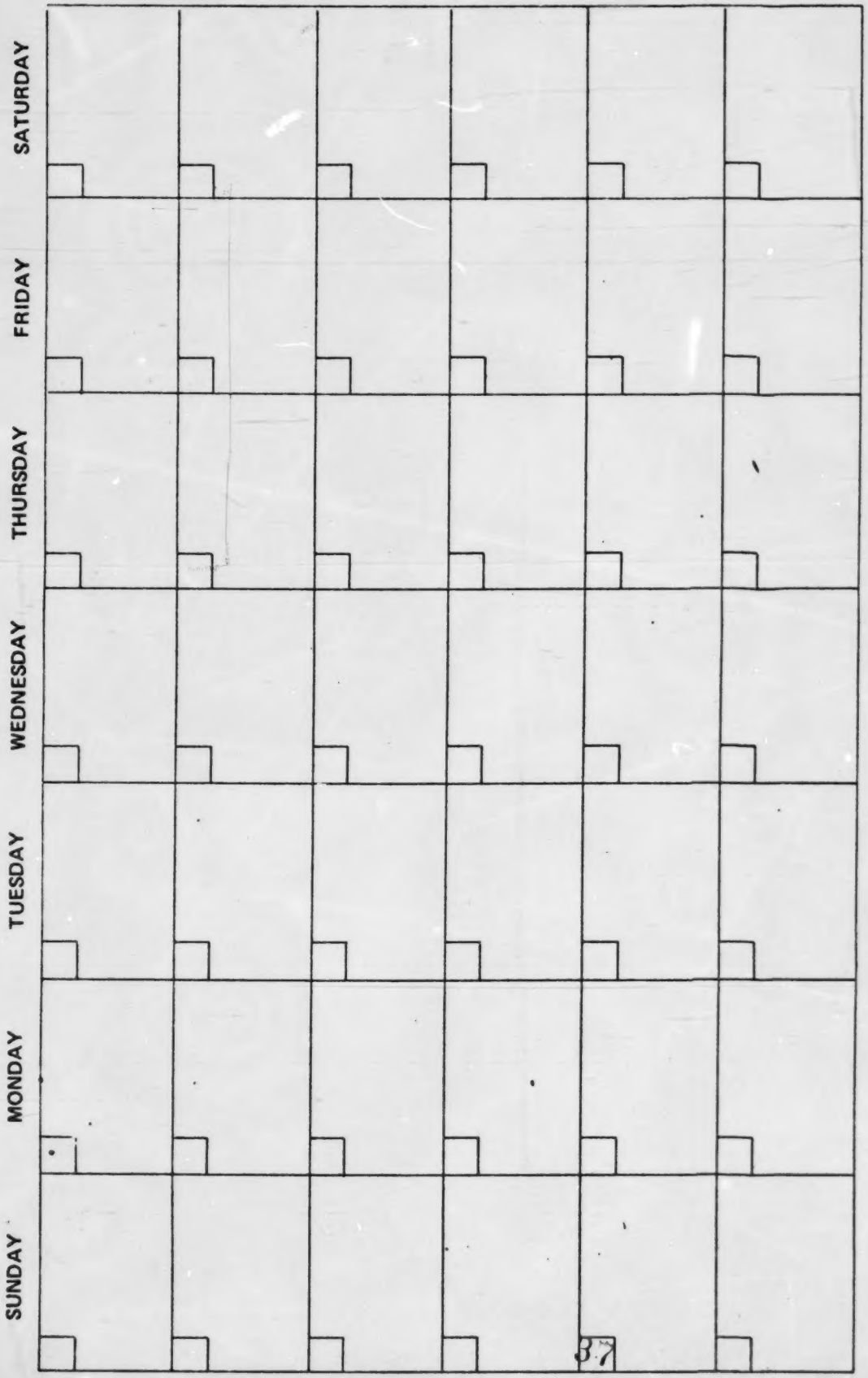
4. Your Calendar?

Transfer onto the monthly calendar below all of your appointments and commitments for the past 30 days. It may take 30 minutes.



APPENDIX D: TIME MANAGEMENT CONCEPTS

Choose True or False.

T F 1. Telephone conversations in excess of ten minutes are probably unnecessary.

T F 2. The manager with an "open door" policy always improves work results.

T F 3. Putting a time limit on meetings increases meeting effectiveness per time expended.

T F 4. When a series of similar crises occurs it often suggests that a man is not in control of his job.

T F 5. Setting deadlines on projects results in confusion for subordinates and usually means a poorly executed project.

T F 6. A clear desk is the mark of an effective executive.

T F 7. The manager must "keep a hand" in the routine activities of his organization if he really wants to be informed and on top of things.

T F 8. Most managers would be twice as effective if they would learn to allocate half as much time to most projects.

T F 9. Delegation of authority by a manager to a subordinate transfers the principle responsibility for getting a job done to the subordinate.

T F 10. The manager has many tasks to perform, but these are rarely of the same degree of importance.

T F 11. Putting off a decision increases the quality of the final decision.

T F 12. Decisions made at the lowest level of competence are generally the best decisions.

T F 13. Since it seems highly important for his organization, the manager should attend most functions to which he is invited, especially if he has been asked to speak.

T F 14. The manager must be careful not to bother subordinates for progress reports until a project is at least 75% complete.

T F 15. If I could only get more rest and relaxation, I could be more effective.

T F 16. It's time that needs managing!

APPENDIX E: WHEN ROLES CONFLICT

1. Select, don't settle for, your pattern.

2. Consider conditions of work as well as the work itself.

3. Use the tailoring concept.

4. Seek an integrated solution.

5. Don't compromise if you can avoid it.

6. Write your role statement out and discuss it with your supervisor.

7. Change your job.

APPENDIX F: "HOW I SAVE TIME" -- Alan Lakein

From How to Get Control of Your Time and Yourself.

APPENDIX

How I Save Time

1. I count all my time as "On-Time" and try to get satisfaction (not necessarily accomplishment) out of every minute.
2. I try to enjoy whatever I am doing.
3. I'm a perennial optimist.
4. I build on successes.
5. I don't waste time regretting my failures.
6. I don't waste my time feeling guilty about what I don't do.
7. I remind myself: "There is always enough time for the important things." If it's important I'll make the time to do it.
8. I try to find a new technique each day that I can use to help gain time.
9. I get up at 5 a.m. during the week (and go to bed early).
10. I have a light lunch so I don't get sleepy in the afternoon.
11. I don't read newspapers or magazines (except occasionally). I do glance at the headlines at the newsstands to keep up on the world.
12. I skim books quickly looking for ideas.
13. I don't own a television set. (My family and I went to a motel to watch the moon walks and we rented a set for the political conventions.)
14. I have my office close enough to my home to be able to walk to work. But when I'm lazy or in a hurry I drive.
15. I examine old habits for possible elimination or streamlining.
16. I've given up forever all "waiting time." If I have to wait I consider it a "gift of time" to relax, plan or do something I would not otherwise have done.
17. I keep my watch 3 minutes fast, to get a head start on the day.
18. I carry blank 3x5 index cards in my pocket to jot down notes and ideas.
19. I revise my lifetime goals list once a month.
20. I review my lifetime goals list every day and identify activities to do each day to further my goals.
21. I put signs in my office reminding me of my goals.
22. I keep my long-term goals in mind even while doing the smallest task.
23. I always plan first thing in the morning and set priorities for the day.
24. I keep a list of specific items to be done each day, arrange them in priority order, and then do my best to get the important ones done as soon as possible.
25. I schedule my time months in advance in such a way that each month offers variety and balance as well as "open time" reserved for "hot" projects.
26. I give myself time off and special rewards when I've done the important things.
27. I do first things first.
28. I work smarter rather than harder.
29. I try to do only A's, never B's and C's.
30. I have confidence in my judgment of priorities and stick to them in spite of difficulties.
31. I ask myself, "Would anything terrible happen if I didn't do this priority item?" If the answer is no, I don't do it.
32. If I seem to procrastinate I ask myself: "What am I avoiding?"—and then I try to confront that thing head-on.
33. I always use the 80/20 rule.
34. I start with the most profitable parts of large projects and often find it is not necessary to do the rest.
35. I cut off nonproductive activities as quickly as possible.
36. I give myself enough time to concentrate on high priority items.
37. I have developed the ability to concentrate well for long stretches of time (sometimes with the aid of coffee).
38. I concentrate on one thing at a time.

39. I focus my efforts on items that will have the best long-term benefits.
40. I keep pushing and am persistent when I sense I have a winner.
41. I have trained myself to go down my To Do List without skipping over the difficult items.
42. I do much of my thinking on paper.
43. I work alone creatively in the morning and use the afternoons for meetings, if necessary.
44. I set deadlines for myself and others.
45. I try to listen actively in every discussion.
46. I try not to waste other people's time (unless it's something that really matters to me).
47. I delegate everything I possibly can to others.
48. I make use of specialists to help me with special problems.
49. I have someone screen my mail and phone calls and handle all routine matters.
50. I generate as little paperwork as possible and throw away anything I possibly can.
51. I handle each piece of paper only once.
52. I write replies to most letters right on the piece of paper.
53. I keep my desk top cleared for action, and put the most important thing in the center of my desk.
54. I have a place for everything (so I waste as little time as possible looking for things).
55. I save up all trivia for a three-hour session once a month.
56. I try not to think of work on weekends.
57. I relax and "do nothing" rather frequently.
58. I recognize that inevitably some of my time will be spent on activities outside my control and don't fret about it.
59. I keep small talk to a minimum during work hours.
60. I look for action steps to be taken now to further my goals.
61. I'm continually asking myself: "What is the best use of my time right now?"

APPENDIX G: FILM, "The Time of Your Life"

Alan Lakein's six suggestions from the film:

1. LIST GOALS, SET PRIORITIES.

2. MAKE A DAILY TO DO LIST.

   The 10-10 Rule of Planning.

   Planning time at beginning (or end) of each day . . . same time each day.

   List contributory functions . . . focus on contribution, not activity.

3. PRIORITIZE: Start with A's not C's.

   On 5"x3" card, write highest tasks on list in order of priority. Work through list in order.

4. ASK: "What is the best use of my time right now?"

5. DO IT ONCE: But do the 80% effective items, not "busy" work.

6. DO IT NOW.